



O'Hare International Airport

Emergency Operations Plan

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Glossary



City of Chicago Department of Aviation

Emergency Operations Plan

Basic Plan

Preface

The Basic Plan provides the structure and the processes for an All Hazards approach to incident management and integrates prevention, preparedness, and mitigation, response and recovery efforts. The Basic Plan includes planning assumptions, concept of operations, incident management actions, roles and responsibilities, implementation guidance, authorities and references, preparedness and plan maintenance.

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PURPOSE

1. The Chicago Department of Aviation (CDA) Safety and Security Division, in cooperation with all CDA Sections/Offices, including Police and Aircraft Rescue and Firefighting (ARFF), and other members of the community, endeavors to prevent/mitigate, prepare for, respond to, and recover from natural and man-made disasters which threaten the lives, safety, or property of Chicago Airport System employees, visitors, and the traveling public by:
 - Identifying major natural and man-made hazards which threaten life, property and/or the environment that are known or thought to exist.
 - Providing an efficient, comprehensive organizational structure for emergency response personnel.
 - Assigning emergency management responsibilities and tasks.
 - Describing/identifying predetermined actions (responsibilities, tasks) to be taken by cooperating local entities to eliminate or mitigate the effects of these threats and to respond effectively and recover from an emergency or disaster.
 - Documenting the current capabilities and existing resources of CDA and other cooperating organizations and institutions to enable accomplishment of those predetermined actions.
 - Managing emergency operations within the airport system by coordinating the use of resources available from the City of Chicago, State of Illinois, private industry, civic and volunteer organizations, and when needed, state and federal agencies.
 - Providing for effective assignment and utilization of CDA employees.
 - Providing for the continuity of the airport during and after an emergency or disaster.
 - Providing for the rapid and orderly start of recovery, restoration and rehabilitation of persons and property affected by emergencies.
 - Enhancing cooperation (mutual aid agreements and memorandums of agreements) and coordination with cooperating agencies, neighboring jurisdictions, and county, state, and federal agencies.
 - Providing an emergency planning team comprised of CDA representatives as identified and utilized through this plan for continuing review and revision of the plan, including exercise planning and evaluation.
 - Meet or exceed NIMS/ICS guidelines for compliance, training and conducting exercises and drills.
2. This Basic Plan will provide guidance for:
 - Prevention/mitigation, preparedness, response and recovery policy and procedures.
 - Disaster and emergency responsibilities.
 - Training and education activities.

3. This plan applies to all sections within CDA. The primary audience for the document includes CDA Executive Staff, the Safety and Security Division, Airport Operations, Facilities, Planning, Finance, Administration and others who may participate in CAS's mitigation, preparedness, response, and recovery efforts including the Chicago Police Department Airport Law Enforcement Section and the Chicago Fire Department Aircraft Rescue and Fire-Fighting Unit.
4. This plan describes the basic strategies, assumptions and mechanisms through which CDA will mobilize resources and conduct activities to guide and support emergency management efforts through response and recovery. To facilitate effective inter-departmental and governmental operations, this plan adopts the Incident Command System model for managing incidents on airport property as required by the National Incident Management System (NIMS).
5. This plan is "strategic and responsibility/task" oriented, and:
 - Establishes official policies, program strategies and planning assumptions for disaster preparedness, response, recovery, and mitigation.
 - Defines responsibilities for all CDA Sections and outside agencies.
 - Provides an all-hazards organizational structure to emergency operations.
 - Establishes basic direction and control for all levels of a disaster creating a consistent unified approach to emergency management operations.
 - Assigns specific responsibilities to appropriate CDA Sections, as well as outside agencies and volunteer organizations and defines means of coordinating with state and federal partners to maximize resource utilization.
 - Is supplemented by function-specific standard operating procedures (SOPs) and operational plans of the responsible organizations that are referenced throughout the document.
6. This plan was developed and coordinated by the CDA Emergency Management Section.
7. Overall responsibility for the direction, control, and coordination of emergency management activities at O'Hare International Airport resides with the Chief Public Safety Officer or his/her designee in accordance with the information described in this EOP.
8. A distribution list containing department/agency names and the number of copies of the EOP that were issued is on file in the Emergency Management Section.
9. Each year, the Emergency Management Section will ensure that necessary changes and revisions to the plan are prepared, coordinated, published and distributed no later than August 1.

Objectives:

1. The primary objective for emergency management within the Chicago Airport System is to provide a coordinated effort from all supporting city departments/agencies/organizations in the mitigation of, preparation for, response to, and recovery from injury, damage and suffering resulting from a disaster. The Chief Public Safety Officer is the focal point for emergency management activities at the airport in coordination with the Chicago Police Officer, Firefighter or Public Works professional in charge of an on-scene incident.

However, emergency management responsibilities extend to all city/county departments/agencies involved, as well as individual airport tenants and carriers.

2. It is the responsibility of the airport to undertake comprehensive emergency management activities to protect life and property from the effects of disasters. When the emergency exceeds the airport's capability to respond, the airport will request assistance from the City of Chicago or the State of Illinois. Additionally, this can be accomplished through the initiation of Memorandums of Understanding/Agreement (MOU/MOA) or via the Mutual Aid agreements established across the State of Illinois like the Mutual Aid Box Alarm System (MABAS) and the Illinois Law Enforcement Alarm System (ILEAS). In addition, private sector and voluntary organizations may be requested to provide aid and assistance.
3. During emergencies and disasters, the Chicago Airport System will endeavor to:
 - Save lives: treat the injured; warn the public to avoid further casualties; evacuate people from the effects of the emergency; shelter and care for those evacuated, including animals.
 - Protect airport property from destruction; take action to prevent further loss; provide security for airport property, especially in evacuated areas.
 - Restore essential utilities; restore airport infrastructure; restore airport operations.
 - Protect the environment

II. SITUATION AND ASSUMPTIONS

A. GENERAL

1. This plan contains emergency responsibilities that blend with each CDA Section's Standard Operating Procedures (SOPs). CDA Sections/Offices having emergency/disaster responsibilities will educate, train, and equip their personnel to ensure that planned responsibilities become reality. Emergency preparedness education programs for the employee population will reduce disaster EOP demands. A well trained and informed employee population will also be more self reliant and more capable in rendering assistance to the general public.

2. For clarification purposes; it is important to note that the IMC is not designed to replace the City of Chicago's Emergency Operations Center (EOC) which coordinates emergency management duties for all City Departments and Agencies. Rather, this plan identifies the IMC as the central command and control facility responsible for carrying out the principles of emergency preparedness, emergency management or disaster recovery for the Department of Aviation; working under the premise that multiple incidents occurring within the City of Chicago may require the Department to manage the initial stages of an incident for periods of up to 72 hours or longer before multi-agency coordination systems can be activated.

B. POLICIES.

It is the policy of the CDA that:

1. The CDA Emergency Management Section will budget for, schedule and monitor training and exercises on such topics as necessary to ensure that department personnel are prepared to carry out their assigned responsibilities and tasks as stated in the Emergency Operations Plan.

III. CONCEPT OF OPERATIONS

2. Ongoing airport emergency preparedness activities coordinated by the CDA include:
 - Response resource development
 - Equipment/supply acquisition for emergency response, to include terrorism
 - Disaster drills
 - Emergency communications tests
 - Emergency public information tests
 - Emergency power tests

D. TERRORISM PREPAREDNESS ACTIVITIES.

1. The CDA participates in federal and state homeland security preparedness, training, equipment and exercise programs as they are made available.
2. Metropolitan Medical Response System (MMRS)

The Chicago Airport System receives resources from the City of Chicago coordinated by the MMRS to cope with human health consequences of a terrorist incident.

The City of Chicago MMRS has existing emergency management, fire, hazardous materials (HazMat), emergency medical services (EMS), law enforcement, and medical resources to meet the challenge of this highly complex issue of response to terrorist incidents which may result in hundreds or even thousands of casualties.

3. Emergency Medical Supplies

In the event of a terrorist attack or a major natural disaster, supplies of critical medical items will be rapidly depleted. In anticipation, coordinated efforts between the airport and

the City of Chicago, Department of Public Health have been established to augment local supplies of critical medical items.

In the event of a disaster, the American Red Cross would provide medical support (see Annex L to this plan for specific information).

4. Homeland Security.

The CDA will participate in any way it can to have input into improving and heightening local security efforts against the threat of a terrorist incident or attack.

The CDA also monitors the National Homeland Security Advisory System, which provides a comprehensive and effective means to disseminate information regarding the risk of terrorist acts. All warnings will be disseminated to airport stakeholders and first responders through the usual warning systems used by the CDA, as outlined in the EOP.

E. TRAINING.

1. Emergency management related training opportunities will be coordinated by the CDA Emergency Management Section. Training may be offered by the City of Chicago, the Illinois Emergency Management Agency (IEMA); the Center of Domestic Preparedness and the Federal Emergency Management Agency (FEMA) or other private sector agencies. Training includes:

- Emergency management training and education programs, including but not limited to National Incident Management System (NIMS) training for CDA employees to ensure that employees are able to implement emergency and disaster procedures and instructions when needed.
- Preparedness information for Airport Tenants, their employees and the general public.

2. The CDA Emergency Management Section will:

- Encourage sections to provide personnel training in specific emergency management skills and related professional development.
- Ensure training for the Incident Management Support Team (IMST) and Incident Management Center (IMC) staff.
- Coordinate drills and exercises.

3. Sections/agencies/organizations/tenants are expected to:

- Ensure that their employees are trained in the concepts of the Emergency Operations Plan, and in their particular department/agency/organization SOPs.
- Encourage their employees to develop personal preparedness plans and supplies.
- Encourage department public education programs to include emergency preparedness and emergency management information.

4. Other:

- Private contractors support CDA by offering training in specific topics, including first aid and Cardio Pulmonary Resuscitation (CPR), while other firms provide guidance specific to emergency prevention and disaster preparedness. CDA must take full advantage of these opportunities.

F. EXERCISES.

1. The CDA Emergency Management Section will coordinate involvement of the Incident Management Support Team, section heads, and key staff in situational drills, and/or table-top or functional exercises to test the EOP and the local capability to respond to emergencies. These drills/exercises will target known or suspected weaknesses and will include After Action Reporting, an Exercise Implementation Plan and have as its goal the establishment of an Improvement Plan.

To assist in this endeavor, a Department of Aviation, Exercise Design and Development Team will be created involving members from a cross section/cross disciplined core of personnel from the following sections from O'Hare and Midway and will include members from other city agencies and airport tenants as deemed appropriate:

- Emergency Management Section
- Office of Emergency Management and Communications
- Chicago Fire Department
- Chicago Police Department
- Airside Operations Section
- Safety Section
- Security Section
- Communications Center (OCC/MCC)
- TSA

Exercise Design and Development Team personnel are required to enroll in and complete the following on-line courses offered by the Federal Emergency Management Agency (FEMA):

- IS-120a An Introduction to Exercises
- IS-130 Exercise Evaluation and Improvement Planning
- IS-139 Exercise Design

Additionally, completion of a classroom based course listed below will be accomplished:

- Homeland Security Exercise Evaluation Program (HSEEP)

2. The CDA Emergency Management Section will ensure that training exercises are conducted annually and will include:
 - Individual roles and responsibilities
 - Threats, hazards and protective actions
 - Notification, warning and communications procedures
 - Emergency response procedures
 - Evacuation, shelter, assembly and personnel accountability procedures
 - Location and use of common emergency equipment
 - Emergency shutdown procedures
3. The following planning assumptions will be considered in the development of these exercises:
 - A disaster may occur with little or no warning, and may escalate rapidly.
 - Disaster effects may extend beyond airport boundaries.
 - Disasters differ in character by magnitude, severity, duration, onset, distribution, area affected, frequency, and probability, increasing the difficulty of plan development.
 - Disaster relief from agencies outside the airport may not be immediate.
 - Effective disaster preparedness requires continual planning and training, including an effective and updated Emergency Operations Plan (EOP).
 - Air carriers and tenants are expected to develop internal plans that will integrate and be compatible with airport resources and this plan.
 - Evacuation and shelter strategies will be based on the best available shelter – depending upon the threat – and will utilize the airport's Evacuation Plan as a guide.

Although this plan defines procedures for coordinating emergency assistance, it is essential for CDA staff to be prepared to carry out disaster response and short-term actions on an independent basis.

Note: This plan is not intended to limit or restrict initiative, judgment, or independent action required to provide appropriate and effective emergency and disaster mitigation, preparedness, response, and recovery.

Limitations:

- It should be noted that no guarantee is implied by this plan. Because airport assets and systems may be damaged, destroyed, or overwhelmed, CDA can only endeavor to make reasonable efforts to respond based on the situation, information and resources available at the time.
- Adequate funding is needed to support this plan and its programs. The performance of the assigned tasks and responsibilities will be dependent on appropriations and funding to support this plan. Lack of funding may degrade the services envisioned under this plan.
- It is CDA policy to endeavor to prevent/mitigate, prepare for, respond to, and recover from all natural and technological emergencies and disasters.

- It is CDA policy that appropriate action will be taken in accordance with this plan to mitigate any harm to airport employees, visitors and the traveling public.
- It is CDA policy that no services will be denied on the basis of race, color, national origin, religion, sex, age, or disability. No special treatment will be extended to any person or group in an emergency or disaster over and above what would normally be expected in the way of emergency services.

The EOP identifies and describes the critical functions that need to be performed during emergencies and disasters. Each one of the annexes describes the mission, policies, and responsibilities of primary and support agencies involved in the implementation of key incident management functions. These sections rely heavily on information contained in the Hazard Specific Sections (Annex P) and does not deviate from any instructions or information identified in that Annex.

Emergency Operations Plan annexes include:

- Annex A – Direction and Control
- Annex B – Communications and Warning
- Annex C – Emergency Public Information
- Annex D – Damage Assessment and Debris Management
- Annex E – Law Enforcement
- Annex F – Fire and Rescue
- Annex G – Resource and Supply
- Annex H – Hazardous Material Response
- Annex I – Public Works
- Annex J – Evacuation and Shelter in Place
- Annex K – Reception and Care
- Annex L – Health and Medical
- Annex M – Terrorism
- Annex N – Catastrophic Events
- Annex O – Airport Operations and Maintenance
- Annex P – Hazard Specific Sections

Phases of Emergency Management Activities

CDA will meet its responsibility for protecting life and property from the effects of hazardous events by acting within each of four phases of emergency management: preparedness, response, recovery, and mitigation.

The four primary phases of emergency management are outlined below, relating to airport mitigation, preparedness, response and recovery activities occurring before, during, and after an emergency or disaster has occurred.

MITIGATION

Activities that either prevent the occurrence of an emergency or reduce the community's vulnerability in ways that minimize the adverse impact of a disaster or other emergency are examples of mitigation.

Specific hazard mitigation plans are prepared following a declared disaster. They reflect the current risk analysis and mitigation priorities specific to the declared disaster. Mitigation planning also includes a review of ways to eliminate or reduce the impact of future disasters.

PREPAREDNESS

This plan is considered to be in effect at all times to provide authorization to accomplish essential emergency preparedness activities. The preparedness phase involves activities undertaken in advance of an emergency in accordance with existing City policy and/or ordinances. These activities will provide operational capabilities and improve effective response to disasters. Actions such as:

- Developing and revising disaster plans and hazard analyses.
- Writing mutual aid operational plans.
- Training response personnel.
- Improving public information and communications systems.
- Conducting exercises to validate the planning process

These are all examples of the planning activities conducted under this phase.

Those individuals and sections assigned emergency responsibilities will participate in developing and maintaining current Standard Operating Procedures (SOPs) and checklists for the support of the IMC. Elements of these procedures include:

- Provision to support, maintain, staff, direct and control airport resources during the time of a major incident.
- Specific emergency actions that will be assumed by staff and designated successors during emergency situations.
- Circumstances under which successor emergency authorities would become effective, and when they would be terminated.
- Current department personnel notification/recall rosters procedures and the means to implement. This should include a communication system to implement call-out rosters for personnel assigned to support the IMC and emergency first responders.
- Establishment of a system for communication to the Chicago Airport System IMCs, Communications Centers (OCC and MCC) for dispatch and H&R Plant control center, and to manage organizational resources, response field personnel and maintain contact with the IMC during emergencies.
- Developing mutual aid and other support agreements with appropriate local and state agencies, vendors, and "sister" departments in the communities immediately surrounding the airports.

- Reporting of damage assessment information (casualties, damage observations, evacuation status, radiation levels, chemical exposure, etc.) to the IMC during an emergency.
- Support of cleanup and recovery operations following disasters.
- Training of assigned response staff and volunteers to augment the performance of emergency functions.

The Chicago Airport System will take appropriate action to increase readiness as a crisis begins to develop. Actions taken during the buildup of a crisis situation are designed to increase the airport's ability to respond effectively to a disaster. CDA Sections should consider increasing their readiness for an emergency upon the issuance of a credible, long-term prediction or advisory that could impact the airport, City, County or State, or a rapidly deteriorating international situation that could lead to a possible attack upon the United States. Actions to be accomplished during this phase include but are not limited to:

- Inspections of critical facilities.
- Reviewing and updating emergency plans and Standard Operating Procedures.
- Briefing CDA Leadership and key private stakeholders
- Updating resource lists
- Mobilizing resources.
- Testing warning and communications systems.
- Disseminating accurate, timely, emergency public information.

RESPONSE

When the Chicago Airport System emergency management organization recognizes the likelihood of a pending disaster, actions will be taken to save lives and protect property first. The response phase is activated to coordinate emergency response activities.

The level of response necessary will be determined to meet the pending emergency. If the situation warrants, or upon notification from the City of Chicago, State of Illinois or the Federal Government, a full emergency will be declared.

Actions:

- Disseminating warning, emergency public information, and other advice and action instructions to the public.
- Surveying and evaluating the emergency situation.
- Marshaling, allocating, and positioning personnel and equipment.
- Mobilizing necessary resources.
- Activating the IMC using established guidelines.
- Evacuating the airport if necessary.

During this phase, emphasis is placed on saving lives, gaining control, and minimizing the effects of the disaster. Immediate response actions will be taken by emergency first responders and may include recognized mutual aid agreements, local government and Operational Area responders.

Actions:

- Activating the tactical level Incident Command Post and the IMC.
- Issuing emergency instructions to the airport and surrounding communities.

If an emergency occurs without warning, the IMC will be activated as rapidly as conditions permit. If an aviation related emergency is declared, the Commissioner of Aviation or designee will notify the City of Chicago, Office of Emergency Management and Communications (OEMC) and request to proclaim a local emergency.

Actions:

- Conducting evacuation/shelter in place and/or rescue operations as required.
- Issuing emergency instructions to the airport and surrounding communities.

As the emergency continues, assistance is provided to victims of the disaster and efforts are made to reduce secondary damage. Regional or statewide mutual aid may be provided to assist with these efforts and response support facilities may be established. Resource requirements will continually change to meet the needs of the incident.

Actions:

- Providing for the care and treatment of casualties.
- Collecting, identifying, and disposing of the dead.
- Providing for the mass care (food, lodging, etc.) needs of displaced persons.

RECOVERY

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations. Recovery is both a short-term activity intended to return vital life-support systems to operation, and a long-term activity designed to return infrastructure systems to pre-disaster conditions. Recovery also includes cost recovery activities.

As soon as practical following a major emergency, normal management of the Chicago Airport System operations will be restored. Disaster assistance will be coordinated through joint City, County, State and Federal Disaster Assistance Centers in the local area. If major damage has occurred, the recovery aspects of this Plan will be implemented to coordinate planning and decision-making for recovery and reconstruction efforts.

Actions:

- Implementing health and safety measures.
- Protecting, controlling, and allocating vital resources.
- Restoring or activating essential facilities and systems.
- Enforcing police powers in controlling the locations.
- Establishing access controls, erecting traffic barricades, etc.
- Protect the environment.

Emergency Response Organization Responsibility Matrix

Agency	Commissioner of Aviation/ Designated Representative	Chicago Fire Department	Chicago Police Department	Aviation Security Section	Incident Management Center	Airport Communications Centers (ICC & MCC)	Public Information Officer	Airfield Operations & Maintenance	CDA Facilities Division	CDA Vehicle Services	CDA Environmental Section	Chicago Department of Public Health	Chicago Office of Emergency Management and Control	Volunteer Organizations	Other Agencies
Functions															
Direction & Control	P														
Communication & Warning															
Emergency Public Information															
Emergency Alert/Announcement & Administration (EAA)															
Law Enforcement															
Medical Care															
Resource & Supply															
Hazardous Material Response															
Public Works															
Transportation & Emergency (T&E)															
Mass Casualty/ Reception & Care															
Homeland Security															
Geographic High Priority															
Extreme Weather															
Airport Operations & Maintenance															

P = Primary S = Support

IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

Organizational Structure:

When activated, the IMC will be organized in the nationally recognized National Incident Management System (NIMS) structure with clearly defined roles for management of the incident and support to the on-scene Incident Commander.

Remember! The primary reason for the IMC Activation is to support the on-scene Incident Commander.

Every incident is managed on the basis of a single Incident Action Plan (IAP) created by the needs of the Incident Commander. Although similarly structured to the organization of the on-scene Incident Command System, all of the sections of the Incident Management Center Support Team work inside of the IMC during a crisis and play a *direct support role* for the Incident Commander ensuring that he/she receives all of the necessary personnel, supplies and equipment necessary to accomplish the mission. If the incident is expected to endure beyond a single operational period, the IMST will create the Incident Action Plan for all subsequent operational periods.

The Incident Management Support Team gets its authority to manage airport incidents from the Commissioner of Aviation who is the Agency Administrator. The granting of this authority provides a common understanding between the Agency Administrator and the Incident Management Support Team and tactical Incident Commander regarding the environmental, social, political, economic and other management issues relevant to the incident and its location.

This authority identifies:

- Key agency personnel who will be involved with the IMC
- Establish how new media, public information and important local and political contacts will be handled on the incident.
- Identify the responsibility for initial response to the incident
- Identify special safety awareness concerns and expectations
- Establish standards for return of the incident to local management, including mop-up operations.

The number of people fulfilling these functions can expand or contract depending on the size and complexity of the incident. Following the NIMS organizational structure, the support areas that are implemented as the need develops are:

Policy Group: The Policy Group works closely with the on-scene Incident Commander and ensures that all involved agencies contribute to the incident management process by coordinating:

- Overall goals and objectives.
- Jointly planning for strategic and tactical activities.
- Maximizing the use of all assigned resources.

The Policy Group includes the Chief Public Safety Officer and his support staff:

Media Relations: The Media Relations Section is managed by a member of the IMC Staff who is qualified by FEMA as an ICS Type III Public Information Officer who supports the Incident Commander and on-scene Public Information Officer and helps ensure that government officials, the media and other persons that contact the Incident Management Center get correct, up-to-date and appropriate information.

The Media Relations Officer will not normally work inside of the IMC but will coordinate with the media from a designated point in the Aviation Administration Building or other location suitable to accommodate this group.

Safety Support: This function is managed by a CDA member who is qualified by FEMA as a Type III Safety Officer who is responsible for coordinating the safety of first responders from local, state and federal agencies. Some of these agencies include:

- The Chicago Fire Department
- OSHA Safety Representatives
- Federal Emergency Management Agency
- City of Chicago Department of Public Health
- National Transportation Safety Board
- Federal Aviation Administration
- American Red Cross

The safety support officer ensures that safety procedures and safe practices are observed, and identifies unsafe or hazardous conditions that may exist or develop. This includes ChemBio/Health Risk Events, pandemic flu epidemic and worker safety related incidents.

Incident Management Center Manager: The [REDACTED] is responsible for coordinating and supporting activities conducted in the Incident Management Center. This includes the operation of the IMC and coordination of major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or any combination thereof. The [REDACTED] must be qualified by FEMA in one or more ICS Type III Command or General Staff positions.

Liaison Support: The Liaison Support Officer is the Primary Point of Contact for assisting and cooperating agency representatives reporting to the IMC. The Liaison Support Officer duties are managed by a member of the IMC Staff who is qualified by FEMA as an ICS Type III Liaison Officer and include coordinating and supporting agency representatives from private, local, state and federal government agencies.

Intelligence Support: The Intelligence Support Officer is charged with the responsibility to maintain continuous liaison and coordination with diverse homeland security organizations, states, regional operational watch centers, national intelligence community organizations and activities.

IMC Technical Support: IMC Technical Support personnel are familiar with the physical activation and recall procedures of the IMC; setting up the necessary equipment and software, and the location of resources. IMC Support personnel will insure that systems within the assigned area of responsibility are in a state of readiness to support emergency operations for possible extended activation. *IMC systems will be tested periodically to ensure that they are functioning properly.*

Operations Support Section: includes the [REDACTED] the [REDACTED] of the [REDACTED] and the [REDACTED]. Each of these individuals are qualified by FEMA as an ICS Type III Operations Section Chief responsible for coordinating the *operational needs* of the Incident Commander.

The Operations Support Section can be organized into three (3) Branches (Law Enforcement Support, Fire Suppression Support, and Emergency Medical System Support) which would be responsible for ensuring that the Incident Commander receives the response of all local, state and federal law enforcement, fire suppression and EMS responding agencies who participate in existing Illinois Law Enforcement Assistance System (ILEAS); Mutual Aid Box Alarm System (MABAS) and Emergency Medical System cooperative agreements.

Planning Support Section: This section is managed by a member of the IMC Staff who is qualified by FEMA as an ICS Type III Planning Section Chief who is responsible for ensuring that the needs contained in the Incident Commander's "Incident Action Plan" are properly coordinated to the IMC for action.

Some of the areas where support to the Incident Commander are provided include:

- Resources
- Engineering
- Environmental Concerns
- Weather
- Documentation
- Technical Specialists
- Special Needs Assessment
- Demobilization Support

the Planning Support Section collects, evaluates, disseminates, and uses information contained in the IAP about the incident and status of resources to help plan a course of action.

Logistics Support Section: managed by a member of the IMC Staff who is qualified by FEMA as an ICS Type III Logistics Section Chief, The Logistics Support Section provides Damage Assessment/Debris Management services, facilities, materials needed to carry out the plan. The Logistics Support Section is also responsible for Communications; food, transportation, and management of the supply ordering system.

Finance and Administration Support Section: led by a member of the IMC staff who is qualified by FEMA as an ICS Type III, Finance and Administration Section Chief, this section is responsible for coordinating financial management and administrative assistance to the Incident Commander by managing all costs and financial considerations of the incident and is responsible for the management of the:

- Procurement Unit: responsible for administering all financial matters pertaining to vendor contracts, leases and fiscal agreements.
- Time Unit: responsible for incident personnel time recording.

- Cost Unit: Collects all cost data, performs cost effectiveness analyses and provides cost estimates and makes cost savings recommendations.
- Compensation/Claims Unit: responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims related to activities kept for the incident.
- Contract negotiation and monitoring
- Timekeeping

The responsibilities of the Finance and Administration Support Section are vital to ensuring that an accurate accounting of all costs associated with the incident are maintained so that there is a comprehensive record of expenditures used to present to the Federal Government for cost recovery purposes.

It is vital that all IMT sections work closely with each other to ensure that there are adequate resources available to support the incident response efforts.

V. DIRECTION AND CONTROL

THE INCIDENT MANAGEMENT CENTER (IMC)

Assumptions:

Major Events –

- May occur at any time with little or no warning
- Require significant information-sharing at the unclassified and classified levels across multiple jurisdictions
- Involve single or multiple geographic areas
- May have significant international impact and/or require significant international information sharing, resource coordination and/or assistance
- Can span the spectrum of incident management to include prevention, protection, response and recovery
- Involve multiple, highly varied hazards or threats
- May result in numerous casualties; fatalities, displaced people; property loss; disruption of normal life support systems, essential public services, and basic infrastructure; and significant damage to the environment
- Impact critical infrastructure across sectors
- Overwhelm capabilities of State, Local governments
- Attract an influx of spontaneous volunteers and supplies
- May require short-notice asset coordination and response
- May require prolonged, sustained incident management activities

Incident Management Center:



Operations Centers and are the locations where crisis operations are controlled in case of an aviation related incident.

At the Department of Aviation, the IMCs are the central command and control facility responsible for carrying out the principles of emergency preparedness, emergency management or disaster recovery functions at the strategic level in an emergency situation and ensuring the continuity of operations for the Department and Airports.

The IMCs are responsible for the *strategic overview*, or "big picture", of the disaster, and does not normally directly control field assets (see description of Incident Commander and Incident Command Post below); instead, the IMC makes strategic decisions and leaves tactical decisions to the Incident Commander and his/her response team. The common functions of the IMC are to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the organization and disseminate those decisions to all concerned agencies and individuals.

The IMC directly supports the on-scene Incident Commander and organizes, establishes and maintains coordination and communications capabilities necessary to meet the operational requirements of the Airport System in preparing for, responding to, and recovering from emergencies and disasters. The IMC serves as a coordination conduit to the City of Chicago Emergency Operations Center

Centralization and coordination through the IMC focuses the efforts of the airport community decision makers in an environment in which staff share the same information and can monitor the situation, provide rapid decisions, and reach consensus on relief efforts that go beyond CDA capability and Department boundaries. It also provides guidance for rapid alerting and warning of key officials and the general public of potential or occurring emergencies or disasters.

Incident Commander / Incident Command Post

Dependent upon the nature of the incident, and because incidents will typically be managed at the lowest possible level possible using the principles of NIMS and ICS, either the [REDACTED] will take the lead on a incident.

The on-scene Incident Commander will organize and manage the incident at the tactical level according to the guidance presented in the National Incident Command System (NIMS) and Incident Command System (ICS).

The Incident Command Post (ICP) signifies the location of the *tactical-level, on-scene incident command* and management organization. It typically comprises the Incident Commander (IC) and immediate staff and may include other designated incident management officials and responders from Federal, State, local agencies, as well as private sector and nongovernmental organizations.

Typically, the ICP can be any useful vehicle or temporary shelter and will be positioned outside of the present and potential hazard zone – but close enough to the incident to maintain control.

Decision to Activate the IMC:

The decision to activate the IMC rests with the [REDACTED] and is normally assigned to the [REDACTED] to accomplish. This decision will be done after

conferring with the [REDACTED] and will be relayed to the O'Hare Communications Center (OCC) to initiate the notification process to pre-determined personnel.

The [REDACTED] is the federally recognized Airport Security Coordinator (ASC) responsible for all safety and security related incidents at ORD and MDW and serves as the Airport's primary and immediate contact for all ORD and MDW safety and security-related activities and communications with Federal Government.

He / she is also responsible for ensuring that prompt corrective action is immediately initiated for any instance of noncompliance at the City of Chicago Airports with Part 1542 or the Airport Security Program (ASP) as well as that all federally required Security Directives are implemented.

Activation of the IMC:

The activation of the IMC consists of two major tasks.

The decision to activate by notifying all appropriate agencies and departments so that the appropriate agency representatives can begin mobilizing and reporting to the IMC or other designated places of duty.

The physical activation of the center which includes preparation of necessary equipment, vacating of the persons not essential to the operation of the Center, and insuring that other necessary materials are available.

The first task in any emergency is to survey the situation to determine if the size or severity of the incident warrants the activation of the IMC.

As depicted below, there are five "Emergency Levels" that help to determine the need to activate the IMC:

LEVELS OF EMERGENCY

Level	Description	General Actions
5	<u>Normal Operations</u> • No imminent terrorist threat • No severe weather pending	<ul style="list-style-type: none"> Normal day-to-day operations Regular reporting and monitoring Minor incidents controlled by first responders (ARFF, Police, Security)
4	<u>Negligible</u> • Heightened terrorist threat • Localized incident • Potential Airport Incident	<ul style="list-style-type: none"> Localized incidents controlled by first responders (ARFF, Police, Security) Continued monitoring Use of proper CDA staff & resources to assess and deter threats Weather advisories Alerting teams Warning order IMC activated Pre-deployment of teams
3	<u>Limited</u> • Incident of airport-wide significance managed at IMC level	<ul style="list-style-type: none"> Airport-wide monitoring and involvement Airport assets deployed IMC activated TSA notified and briefed Activate EOP response procedures as necessary
2	<u>Critical</u> • Imminent terrorist threat • Airport Incident • Potential Catastrophic Incident	<ul style="list-style-type: none"> Airport assets deployed IMC activated TSA notified and briefed FAA notified and briefed Communicate with City/State EOC Consideration of requesting of essential and extensive local and state assets
1	<u>Catastrophic Incident</u>	<ul style="list-style-type: none"> Deployment of appropriate essential and extensively state and federal assets

A. Levels Of Emergencies

- To aid in preparedness and coordination, the EOP establishes Levels of emergencies outlined in the table above. These Levels categorize the severity of an incident and describe general actions associated with each level as the magnitude of the event increases. The Levels are intended to provide guidelines to help detail planning efforts and provide a consistent approach for reporting and coordination during an event.
- The Levels have a range of 1 to 5 and are scalable, recognizing that an incident may start out at a low level event and escalate, or a significant event may immediately start off at a high level. Likewise, as an event tapers off, the level is lowered and resources begin to demobilize. During an event, different teams or agencies may be at different levels. For

example, during a Level 3 natural disaster, certain law enforcement special teams may remain at Level 1 because of the nature of the incident.

Definition Of Disaster Severity

1. These categories were developed based on the airport's capabilities. One of the "Categories of Severity" is chosen if the hazard results in one or more of the qualifiers found within the level chosen.
 - Negligible: Minor injuries, no deaths; No shutdown of critical facilities; Less than 5% property damage; No effect on airport operations; No effect on response system.
 - Limited: Less than 10 injuries/deaths; Shutdown of critical facilities for less than 12 hours; 5-15% property damage; Temporary effect on airport operations; No effect on response system.
 - Critical: 10-50 injuries/deaths; Shutdown of critical facilities for more than 12 hours; 15-25% property damage; Short-term effect on airport operations; Temporarily (24-48 hours) overwhelms response resources, Requires federal assistance.
 - Catastrophic: More than 50 injuries/deaths; Complete shutdown of critical facilities until restoration; More than 25% property damage; Severe long-term effects on airport operations; Severely affects state/local/private sectors capabilities to begin or sustain recovery activities; Overwhelms local and state response resources, Requires immediate federal assistance.
2. The EOP Activation Levels will be incorporated into Standard Operating Guidelines to outline specific actions. During an incident, the Incident Commander or IMC Policy Group Chief will establish and modify the level in coordination with incident or IMC staff. When established for an incident, the levels provide incident managers a decision-making aid for activating and deploying resources.

Drills and Exercises

Scenario-driven exercises continue to prove their worth as a way to test plans internally and among organizations that will have to coordinate their actions in a crisis. This will entail our running drills and table-top exercises to identify threats and test plans.

During drills and exercises Incident Management Center Support Team personnel are assembled, roles are assigned and role players will be asked to create exercise "injects" designed to attempt to disrupt operations.

All exercise planning, training, seminar, workshops, Table Top Exercises, Games, Drills, Functional Exercises or Full Scale exercises will be conducted in compliance with the Homeland Security Exercise Evaluation Program (HSEEP). After each of the aforementioned exercises, an After Action Review, After Action Report and Improvement Plan will be completed to ensure that lessons learned during these exercises are incorporated into plans and policies.

By developing rational drills and exercises that use scenarios that the aviation industry is likely to encounter, we are allowed to test the plan in a way that's realistic not just talk about it in terms of notional ideas.

The Improvement Plan should communicate how observed areas for improvement will be remedied by concrete, measurable steps, known as corrective actions. Specifically, the IP details:

- Actions necessary to address areas for improvement and the associated recommendations presented in the draft AAR;
- Individuals or groups responsible for taking corrective action; and
- Timelines for each corrective action's completion

Notification Procedures

The Chicago Airport Systems' Communications Centers (OCC and MCC) are responsible for notifying [REDACTED] other appropriate [REDACTED], and City Agencies that an aviation related incident has occurred or a specific threat to aviation has been received and that the IMC has been activated.

The Communications Centers have procedures and communications software for the notification of appropriate agencies and individuals, including group paging for quickly notifying large numbers of individuals and agencies needed for the various types of recall scenarios.

Generally, notification will be in three main areas:

- [REDACTED] Leadership and Incident Management Center Support Team
- City officials and other Departments (OEMC, CPD, CFD, CDPH, CTA, etc...)
- Supporting agencies.

Not everyone will report directly to the IMC.

When the OCC/MCC initiates a Recall Notification Page, the notification will inform the recipients where to report to help manage the crisis.

Controlling access to the IMC.

In order to carry out an effective response to an emergency or disaster, the IMC must be able to run with minimal interference from those who are not part of the emergency management effort.

This involves controlling access to the IMC. As soon as the IMC goes into emergency status, an [REDACTED] will be assigned to enforce a check-in procedure. Only those persons with a valid need to be inside of the IMC will be authorized access to the IMC.

Participants

The CDA elements that comprise the Incident Management Center Support Team normally represented at the IMC during an emergency may vary according to the type and extent of an incident.

PARTIAL LIST OF AGENCIES OFTEN INVOLVED IN INCIDENT MANAGEMENT AT THE AIRPORTS

Airline(s)

The involved airline is responsible for providing information regarding passengers aboard the aircraft and any detailed information about the flight crew and the aircraft.

American Red Cross

The mission of American Red Cross Disaster Services is to ensure nationwide disaster planning, Family Assistance Program, preparedness, community disaster education, mitigation, and response that will provide the American people with quality services delivered in a uniform, consistent, and responsive manner.

Bureau of Alcohol, Tobacco and Firearms (ATF)

In 1978, ATF developed a national response capability to assist Federal, State and local investigators in meeting the challenges faced at the scenes of significant arson and explosives incidents. In this capability, the National Response Team (NRT) consists of four teams organized geographically to cover the United States. Each team can respond within 24 hours to assist State and local law enforcement/fire service personnel in onsite investigations. Although the NRT has been used predominately to assist in the investigation of suspicious commercial fires, it has also been activated to the scenes of criminal bombings as well as explosions at explosives and ammunition manufacturing plants, legal fireworks factories, and illegal explosive device manufacturing operations.

Center for Disease Control and Prevention

Protects populations domestically and internationally through leadership, partnerships, epidemiologic and laboratory studies, and the use of quality systems, standards, and practices. CDC collaborates with national and global partners to conduct, coordinate, and support infectious disease surveillance, research, and prevention.

City of Chicago Fire Department

CFD is responsible for fire fighting and emergency medical rescue operations at ORD and MDW.

City of Chicago, Office of Emergency Management and Communications

The Office of Emergency Management & Communications (OEMC) manages and operates the City's public safety communications systems that coordinate the response of police, fire and Emergency Medical Services (EMS) resources to 911 calls. The OEMC operates a world-class voice and data radio system, giving police and fire personnel, on the street, valuable information to help them respond quickly to emergency situations.

The OEMC serves as the coordinator for the City's efforts to develop, plan, analyze, implement and maintain programs for disaster mitigation, preparedness, response and recovery. The OEMC is also responsible for supporting the activities of City departments and other agencies at disaster scenes.

City of Chicago Police/ Department of Aviation Security

The Chicago Police Department Airport Law Enforcement and Department of Aviation Security Sections are jointly responsible for establishing and maintaining a security line at the incident site and ingress/egress points and patrols the airfield.

CPD also provides a variety of professional services such as crime investigation, Bomb and Arson Technicians and K9 patrols.

Federal Aviation Administration (FAA)

Various branches of the FAA have responsibilities in an aircraft emergency. The FAA operates the air traffic control towers at ORD and MDW and would control the air traffic during an emergency to permit rescue equipment to proceed to the accident site. Once an alert is initiated, the Airport Airfield Operations Section will coordinate with FAA control tower to close affected aircraft movement areas.

Federal Bureau of Investigation (FBI)

The FBI's national security mission is to lead and coordinate intelligence efforts that drive actions to protect the United States.

Federal Emergency Management Agency (FEMA)

The mission of the Federal Emergency Management Agency is to reduce loss of life and property and protect our nation's critical infrastructure from all types of hazards through a comprehensive, risk-based, emergency management program of mitigation, preparedness, response and recovery.

Customs and Border Protection (CBP)

The U.S. Customs and Border Protection Service is the primary enforcement agency protecting the nation's borders. It is the only border agency with an extensive air, land, and marine interdiction forces and with an investigative component supported by its own intelligence branch. Customs' sophisticated aircraft and facilities conduct surveillance, and detect and interdict suspected smugglers day and night, over water and all types of terrain.

National Transportation Safety Board (NTSB)

The NTSB and the Federal Aviation Administration (FAA) are the federal agencies that investigate in an emergency situation. They also take custody of the aircraft and its contents from the time fire and rescue activities are concluded until a full investigation is completed or a release/report is written.

Upon the arrival of the NTSB investigating team, CDA Communications staff may assume a support role to the NTSB or the FAA at their request. The NTSB also operates a Family Assistance program Joint Family Support Operations Center intended to provide for the family members of those involved in an aircraft incident.

The Salvation Army

The Salvation Army stands ready to assist in disasters of all types - fires, floods, tornadoes, terrorist attacks, earthquakes and other ecological and man-made disasters. Disaster relief teams provide food, water, clothing, counseling and spiritual comfort to both victims and rescue workers.

When disaster strikes, people receive Emergency Disaster Services from The Salvation Army, often in cooperation with other voluntary organizations, including:

- Counseling
- Food Service Canteens
- Grocery distribution

- Shelter
- Distribution of clothing and furniture
- Social Services

Transportation Security Administration (TSA) The Transportation Security Administration protects the Nation's transportation systems to ensure freedom of movement for people and commerce.

B. EMERGENCY DECLARATION AND AUTHORITY

1. The City of Chicago, through its CDA, is responsible for the operation of Chicago Airport System. The Chief Public Safety Officer or his/her designee is officially responsible for coordinating all activities directed by this Plan.
2. During an emergency situation, individuals identified in the line of succession have the authority to:
 - a. Suspend the provisions of any ordinance prescribing procedures for the conducting of business, or the orders or regulations of any department if compliance with the provisions of the statute, order or regulation would prevent, or substantially impede or delay action necessary to cope with the disaster emergency.
 - b. Use all the resources of the airport as deemed reasonably necessary to cope with the disaster emergency.
 - c. Transfer personnel or alter the functions of CDA sections and offices for the purpose of performing or facilitating the performance of disaster emergency services.
 - d. Direct and compel the relocation or evacuation of all or part of the airport population from any stricken or threatened area on the airport if relocation or evacuation is considered necessary for the preservation of life or for other disaster mitigation purposes.
 - e. Prescribe routes, modes of transportation and destinations in connection with necessary relocation.
 - f. Control ingress to and egress from a disaster area; control the movement of persons and occupancy of premises.
 - g. Impose a curfew upon all or any portion of the airport thereby requiring all persons in such designated and restricted curfew areas to remove themselves from airport property. Physicians, nurses and paramedical personnel performing essential medical services, utility personnel maintaining essential public services, firefighters, upon showing of authorized press cards, emergency volunteers and authorized law enforcement officers and personnel may be exempted from such curfew.
 - h. Obtain vital supplies, equipment and other properties found lacking and needed for the protection of the health, life and property of the people, and bind the airport for the fair value thereof.

C. REQUEST FOR ASSISTANCE

1. If the incident is beyond Department's capability to manage with assigned resources, a request for city, state, and/or federal assistance shall be presented to the respective

authorities. This represents a logical, hierachal approach to emergencies and fulfills public expectations that local leadership is responding to the situation.

The Department of Aviation will coordinate this directly with the City of Chicago's Office of Emergency Management and Communications.

2. Documentation describing disaster impacts is vital to the requests for city, state, and/or federal assistance. The use of reports will vary according to the type of emergency being handled.
3. As a minimum a request for assistance should include the following information:
 - The type of incident and extent of damage
 - The threat of cascading events
 - Time disaster occurred or threatens to occur.
 - Actions already taken.
 - Areas and number of people involved.
 - Estimates of loss of life and extent of damage.
 - Type and amount of assistance required.
 - Other intelligence and information about the risk, threat, or potential damage.

D. CONTINUITY OF OPERATIONS (COOP)

1. Succession of Authority
 - a. Department Section Heads and selected members of their respective staffs have been identified as key managers in a division of the Chicago Department of Aviation (CDA) as it relates to carrying out critical functional elements. As such, they comprise the Chicago Airport System's Continuity of Operations Planning (COOP) Development Team. The COOP Development Team is charged with the assignment of continuing the development of contingency plans for CDA to define our essential services, priority resources and alternative ways of conducting business in the wake of any disaster.
 - b. The individual or section responsible for each Annex identified in this Plan must establish a line of succession and insure that departmental personnel and the Emergency Management Section are informed of this line of succession.
 - c. Accurate records of all actions taken in an emergency are essential for the design of mitigation activities, training and settling possible litigation. Each section head must keep detailed, accurate records of all actions taken during an emergency.
2. Preservation of Records:
 - a. All CDA sections will follow established plans and procedures to guarantee the preservation of vital public records, to include their reconstitution if necessary, during and after emergencies.

- b. In general, vital records include: those considered absolutely essential to the continued operation of the airport; considered absolutely essential to the airport's ability to fulfill its responsibilities to the public; required to protect the rights of individuals and the airport; and essential to restoration of services. Documentation of actions taken during an emergency or disaster is a legal requirement.
- c. Vital records for the Department of Aviation are in various forms such as written, micro-filmed or computerized. Essential records for CDA and the various sections are available in each section's administrative office.
- d. In order to provide normal government operations after a disaster, all vital records must be protected and preserved. These include:
 - Certain records and documents vital to the continuance of operations following a major disruption of normal activities. These records are to be identified by section heads responsible for their day-to-day maintenance.
 - Consideration should be given to the duplication of all such records; timely movement to secure or safe areas outside the danger zone; and development of secure and safe storage areas off airport property.
 - Copies of Incident Action Plans stemming from airport incidents including After Action Reviews, and Improvement Plans required by NIMS will also be preserved.

Each emergency support service (law enforcement, fire, public works, etc..) must establish procedures to protect records deemed essential for continuing departmental functions and the conduct of emergency operations.

- e. All appointments and work assignments in an emergency situation shall be documented. Section Heads will submit a complete emergency operational plan as to staffing allocation, equipment distribution, and other emergency related needs as requested by the CDA Emergency Management Section.

COOP Development:

1. COOP development is an effort within the airport to ensure the continued performance of minimum essential functions during a wide range of potential emergencies. A COOP provides comprehensive procedures, and provisions for alternate facilities, personnel, resources, interoperable communications, and vital records and databases.
2. COOP establishes policy and guidance to ensure the execution of the mission-essential functions for each CDA section in the event that an emergency threatens or incapacitates operations and the relocation of selected personnel and functions of any essential facility is required. Specifically, this COOP is designed to:
 - Ensure that the airport is prepared to respond to emergencies, recover from them, and mitigate against their impacts.
 - Ensure that the airport is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.
 - Provide a means of information coordination to CDA Executive Staff to ensure uninterrupted communications within the internal organization of the airport and externally to all identified critical customers.

- Provide timely direction, control, and coordination to CDA leadership and other critical customers upon notification of a credible threat or before, during, and after an event.
 - Establish and enact time-phased implementation procedures to activate various components of the "Plan" to provide sufficient operational capabilities relative to the event or threat to the airport(s).
 - Facilitate the return to normal operating conditions as soon as practical, based on circumstances and the threat environment.
 - Ensure that the COOP is viable and operational and is compliant with all guidance documents.
 - Ensure that the COOP is fully capable of addressing all types of emergencies or "all hazards" and that mission-essential functions are able to continue with minimal or no disruption during emergencies.
3. The objectives of COOP planning are to ensure that a viable capability exists to continue essential airport management and operational functions across a wide range of potential emergencies, specifically when the primary facility (Terminal) is either threatened or inaccessible. The objectives of this Plan include:
- Ensuring the continuous performance of essential functions/operations during an emergency.
 - Protecting essential facilities, equipment, records, and other assets.
 - Reducing or mitigating disruptions to operations.
 - Reducing loss of life, minimizing damage and losses.
 - Identify and designate principals and support staff to be relocated.
 - Facilitate decision-making for execution of the Plan and the subsequent conduct of operations.
 - Achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.
 - Be maintained at a high-level of readiness.
 - Be capable of implementation, both with and without warning.
 - Be operational no later than 12 hours after activation.
 - Maintain sustained operations for up to 30 days.
 - Take maximum advantage of existing local, state or federal government infrastructures.

VI. ADMINISTRATION AND LOGISTICS

- A. Whenever possible, procurement of necessary resources will be accomplished using normal, day-to-day channels.
- B. During unusual situations when such constraints would result in the loss of life and property, normal requisition procedures should be circumvented. This will be done under the authorities and by the procedures set forth in the local ordinances.
- C. The following information systems, forms and organization actions should be considered for development.

- Ensure that the Incident Management Center (IMC) is the only location used to manage aviation related incident coordination.
- Collaborate with city, county, state and federal officials to develop and adopt an identification system that certifies responders, equipment and supplies. Once registered, they can be cleared for access to the disaster sites or secure areas to perform their disaster response and recovery responsibilities.
- Develop a strategy for unaffiliated volunteers, mass care, donation management and social services support that includes creating a centralized operation area outside the perimeters of the disaster zone.
- Develop and be aware of appropriate security procedures to allow appropriate access, when advisable, to the specified designated areas.
- Develop a registry and tracking system for all workers, supplies, activity and system applications.
- Develop a mobile "toolbox" or go-kit to accommodate any need that may develop for deployment.
- Enhance the level of training, including training and guidance for on-site deployment, resource management, facility management and general operational activity.
- Develop and conduct disaster management exercises as part of routine emergency management exercises.
- Continue to develop procedures for effective operation of individual components.
- Identify existing individuals and organizations that currently are involved or may become involved in a particular component.
- Identify existing facilities and locations where component applications may be performed, consistent with IMC operations and logistics.
- Have a process for documentation of all activities that may occur and have them prepared prior to a disaster.
- Prepare media messages in advance of a disaster giving the public direction for specific activity and work directly with the Joint Information Center (JIC).
- Inventory resources available for each component, identify needs and maintain a cache.

A. PREPAREDNESS RESPONSIBILITIES. (All CDA Sections)

1. Many CDA sections may have emergency-related functions in addition to their normal daily functions. Each section head is responsible for performing such functions as may be required to effectively respond to and recover from any disaster affecting their respective areas of responsibility. Specifically, the following common responsibilities are assigned to each CDA Section listed in this plan:
 - Know and understand their responsibility in the EOP.
 - Know and understand their responsibility in the "Continuity of Operations Plan (COOP)".
 - Create and maintain a Section "Phone Tree" for notification.
 - Establish Section and individual responsibilities (as necessary); identify emergency tasks.

- Work with other CDA and other Sections to enhance cooperation and coordination, and eliminate redundancy. Sections having shared responsibilities should work to complement each other.
- Establish education and training programs so that each employee will know exactly where, when and how to respond.
- Develop site specific plans for Section facilities as necessary.
- Provide for the security and protection of records and equipment.
- Ensure that employee job descriptions reflect their emergency duties.
- Ensure staff participates in training to perform emergency duties/tasks as outlined in the EOP.
- Identify, categorize and inventory all available resources.
- Develop procedures for mobilizing and employing additional resources.
- Ensure communication capabilities with the IMC.
- Fill positions in the emergency organization in accordance with this plan.
- Prepare to provide internal logistical support to airport operations during the initial emergency response phase.
- Coordinate, where appropriate, to ensure that each building or facility is prepared and secured before a disaster strikes.

B. RESPONSE RESPONSIBILITIES (All CDA Sections)

1. The following common responsibilities are assigned to each Section listed in this plan. Upon receipt of an alert or warning, initiate notification actions to employees on assigned response duties.

As appropriate:

- Suspend or curtail normal business activities.
- Recall essential off-duty employees.
- Send non-critical employees home.
- Secure and evacuate departmental facilities (if necessary).
- As requested, augment the IMC's effort to warn the public through use of vehicles equipped with public address systems, sirens, employees going from door to door, etc.
- Keep the IMC informed of field activities, and maintain a communications link to the IMC.
- Activate a control center to support and facilitate department response activities, maintain events log, and report information to the IMC.
- Report damages and status of critical facilities to the IMC.
- If appropriate or requested, send a representative to the IMC.
- During response and recovery phases of an incident, Section Heads may be assigned by IMC Management to serve in an Incident Management Center function not otherwise assigned during normal everyday operation.
- Ensure staff members tasked to work in the IMC have the authority to commit resources and set policies.
- Coordinate with the IMC to establish protocols for interfacing with city, county, state, and/or federal responders

- Coordinate with the IMC [REDACTED] before releasing information to the media.
 - Submit reports to the IMC detailing departmental emergency expenditures and obligations.
2. Additionally, Section Heads will:
- Be responsible for the call back of all personnel they intend to use in both their routine and assigned functions and directing such personnel where to report and their respective assignment.
 - Provide a list of all non-essential personnel (not involved in any response or recovery activity) to the [REDACTED] who will compile an "employee pool" list. (These employees may be assigned work or duties as required by the response efforts.)
 - Be responsible for the safety of records, files and equipment assigned to their respective department/ divisions.
 - Ensure that records are maintained upon the announcement of a "Watch" or following a major disaster. These records are normally comprised of time sheets, supplies and equipment, and include expenses over and above normal operating expenses that are directly related to an incident or when the "Watch" is announced.
 - Ensure that activity logs are initiated as a matter of record upon announcement of a "Watch" or following a major disaster.
 - Coordinate, where appropriate, with [REDACTED] to ensure that each of their buildings is secure before a disaster strikes.
 - Direct personnel to not have direct contact with the news media. Inform them to refer all media inquiries to the Media Relations Section.

VII. PLAN DEVELOPMENT AND MAINTENANCE

- a. The [REDACTED] maintains the EOP in coordination with all entities within the airport. The EOP is reviewed annually and updated as required to incorporate new directives and procedural changes based on lessons learned from exercises and actual events.
- b. Review and written concurrence of this plan and its annexes will be accomplished as follows:

The [REDACTED] will distribute the EOP to each section head on an annual basis for review and update. Each section head will review this plan and submit all modifications in writing to the [REDACTED] who will incorporate the modifications and distribute the completed plan.

B. AGREEMENTS AND UNDERSTANDINGS.

All Mutual Aid and Memoranda of Understanding (MOU) are the responsibility of the City of Chicago, Office of Emergency Management and Communications (OEMC).

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Attachment 1
HAZARD AND SITUATION SUMMARY

A. HAZARDS

1. The Potential Hazards List provides information on potential hazards threatening CDA.
2. Due to their location and geographic features, airports are vulnerable to the damaging affects of certain hazards that include, but are not limited to:

HAZARDS LIST		
Natural Hazards	Technological Hazards	Human (Civil/Political Disorder)
<ul style="list-style-type: none">• Cold, Extreme• Cold, Freeze• Drought• Earthquake• Epidemic, Animal• Epidemic, Human• Fire Brush/Forest• Fire, Rural/Urban• Flood, Flash• Flood, Riverine/ Canals/ Detention Basins• Flood, Urban• Heat, Extreme• Land shift, Erosion• Land shift, Subsidence (Sink Holes)• Search and Rescue Emergency- Aircraft, Marine, Medical• Storm, Blizzard/Snow• Storm, Ice/Hail• Storm, Severe Thunder/ Lightning/ Hail• Storm, Windstorm• Tornado• Water Shortage	<ul style="list-style-type: none">• Air Pollution• Biological• Building/Structure Collapse• Business Interruption• Chemical- Non-Stockpile• Dam/Levee Failure• Energy Emergency• Fire, Explosion• Fuel/Resource Shortage• Hazardous Material Accident, Fixed Facility• Hazardous Material Accident, Transportation• Power/Utility Outage• Radiological, Transportation• Transportation Accident, Aircraft• Transportation Accident, Motor Vehicle• Transportation Accident, Light Rail	<ul style="list-style-type: none">• Civil/Political Unrest• Economic Emergency• Financial Collapse• Hostage Situation• Riot/Demonstration/Violent Protest/Illegal Assembly• Strike• Terrorism: Bomb Blast, Ecological, Economic, Incendiary, Prolonged/Multiple Hostage Situation, Sabotage• Terrorism, WMD: Biological, Chemical, Nuclear• Workplace Violence• Cyber Attacks

Note: A list of facilities that use, produce, and store extremely hazardous substances and hazardous materials is on file at the [REDACTED] Section.

3. Disaster response efforts are often hampered by equipment and facility damage, communication failures, inclement weather, responder injury and death, and many other limiting factors. In the event of an emergency or disaster that exceeds the available resources; the traveling public should expect and be prepared for a delay for emergency response services if the emergency is not limited to the airport environment.

C. EMERGENCY MANAGEMENT SUPPORT FACILITIES

1. Essential Services, Critical Facilities and Infrastructure

- The chart on the following page provides a "situation summary" of ORD's essential services, infrastructure and critical facilities that are representative of what may be affected due to disasters. These are defined as follows:

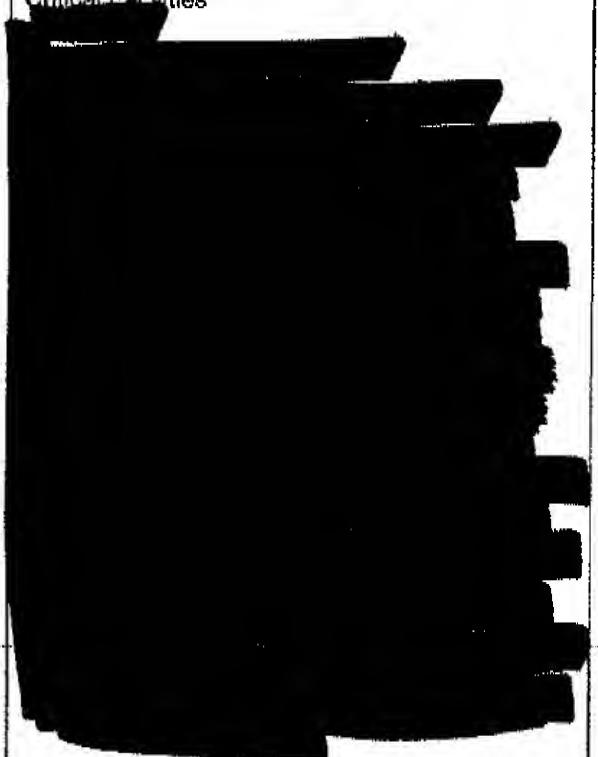
Essential Services: Airport services normally provided on a daily basis. Each of these services is dependent upon certain critical facilities and infrastructure. ORD will also strive to provide these services during disasters through activation of Emergency Functions (EFs) as appropriate.

Critical Facilities: Specific ORD structures or facilities that support the delivery of essential services.

Critical facilities can also be defined as locations having large concentrations of people either temporarily or permanently such as the individual terminals and concourses. These situations can cause an "overload" on the airport's essential services or cause an immediate focusing of essential services when disaster occurs.

A Critical Facilities Inventory database system is maintained by the [REDACTED] Section.

Infrastructure: "Systems" upon which critical facilities, and hence, essential services are dependent.

Essential Services, Infrastructure & Critical Facilities	
<p>Essential Services</p> <ul style="list-style-type: none">• Alert and Warning• Communications• Airport IMC• Continuity of Airport Services• Emergency Medical Services• Emergency Public Information• Energy/Utilities• Financial Services• Fire• Food/Water Distribution• Health• Law Enforcement• Maintenance/Engineering• Search and Rescue• Shelter• Support to Special Populations or High Occupancy Structures, Facilities, Special Events• Transportation• Environmental Protection	<p>Critical Facilities</p> 
<p>Infrastructure</p> <ul style="list-style-type: none">• Airport• Computer Systems• Electrical• Natural Gas• Radio/TV/Print Media• Rail Road• Roads/Highways• Telephone• Water/Sewer/Storm water	

D. CDA HAZARDS SUMMARY

1. Emergency Conditions

a.



- b. Airport Terminal buildings and other critical facilities and equipment may be destroyed or severely damaged. Debris may make incoming streets and airport roadways impassable. The movement of emergency supplies and resources could be seriously impeded. Public utilities may be damaged and either fully or partially inoperable, which may affect the airport. Some local emergency personnel could be victims of the emergency, preventing them from performing their assigned emergency duties. Numerous separate hazardous conditions and other emergencies as a result of the major event can be anticipated.
 - c. Large numbers of injured and dead could be expected. Many victims will be in life-threatening situations requiring immediate rescue and medical care. There could be shortages of a wide variety of supplies necessary for emergency survival. Local hospitals, nursing homes, pharmacies and other health/medical facilities may be severely damaged or destroyed. If the airport is not the only entity affected by the disaster, medical and health care facilities that remain in operation will be overwhelmed by the number of victims requiring medical attention. Medical supplies and equipment will be in short supply.
 - d. Damage to fixed facilities which generate, produce, use, store or dispose of hazardous materials could result in the release of hazardous materials into the environment. Food processing and distribution capabilities may be severely damaged or destroyed. There could be minimal to total disruption of energy sources and prolonged electric power failure.
2. Vulnerability Analysis

- a. The Chicago Airport System has a large employee population, as well as several thousand people traveling daily and could easily experience a loss of life and property of catastrophic proportion from a series of potential hazards.
- b. The airport has several hundred buildings on over 8,000 acres of land. The buildings and the property are valued at several billion dollars. All of the buildings are at risk for natural hazards damages.
- c. The airport is vulnerable to a host of hazards. The chart on the following page is a synopsis of the more typical ones.

Important Note: Past occurrences are not reliable indicators of future events.

Hazard Summary	
Hazard	Analysis
Flooding	Flooding is defined as the accumulation of water within a water body and the overflow of excess water onto adjacent floodplain lands. The floodplain is the land adjoining the channel or a river, stream, ocean, lake, or other watercourse or water body that is susceptible to flooding. Riverine flooding occurs when the water overtops the streams banks and encroaches into the flood plain. Flooding in large rivers usually results from large-scale weather systems that generate prolonged rainfall over wide areas. In addition to a "riverine" flood, "flash flood" is a term widely used by flood experts and the general population.

Hazard Summary	
Hazard	Analysis
	<p>However there is no single definition and method to distinguish flash flooding from riverine and other floods. Small rivers and streams are susceptible to flooding from more localized weather systems that cause intense rainfall over small areas and often are considered flash floods.</p> <p>Every summer, Illinois residents are at risk of flooding from severe storms and heavy rainfall. For example, nearly 10,000 homes suffered some kind of water damage from thunderstorms in Cook County, Illinois on August 2, 2001. In some areas of the state, rain fell at a rate of three to four inches per hour, and resulted in \$37 million in property damages. Since 1981, 99 of Illinois' 102 counties have been declared by the President as major disaster areas due to flooding. In the 10 year period between 1997 and 2006, Illinois has experienced six flood-related federally declared disasters.</p>
Tornadoes	<p>A tornado is a violent windstorm characterized by a twisting, funnel-shaped cloud. It is spawned by a thunderstorm and produced when cool air overrides a layer of warm air, forcing the warm air to rise rapidly. Tornado season is generally March through August, although tornadoes can occur at any time of year. They tend to occur in the afternoons and evenings. Over 80 percent of all tornadoes strike between noon and midnight.</p> <p>Due to the number of thunderstorms the Chicago area experiences per year, there is a significant risk of tornados. The risk of severe thunderstorms is addressed separately.</p> <p>Some facts about Chicago's Significant Tornadoes:</p> <p>There were 86 significant tornadoes between 1855 and 2002</p> <p>The deadliest tornado occurred on April 21 1967 during an outbreak of 5 significant tornadoes. This tornado formed in Palos Hills in Cook County and traveled through Oak Lawn and the south side of Chicago. 33 people died and 500 people were injured by this 200 yard wide tornado that traveled 16 miles and caused over \$50 million in damage.</p> <p>The most recent significant tornado occurred on May 18 1997. This F2 had a path between Lindenhurst and Gurnee in Lake County (IL) and caused no deaths or injuries.</p> <p>The only F5 tornado in the Chicago area was on August 28 1990. This tornado formed near Oswego and passed through Plainfield and Joliet (a 16 mile path). The tornado killed 29, injured 350, and caused \$165 million in damage.</p> <p>The damage from a tornado is a result of the high wind velocity and wind-blown debris. Tornado winds can approach speeds of 300 miles per hour, travel distances over 100 miles and reach heights over 60,000 feet above ground. The potential damage resulting from a tornado is directly correlated to the strength of the particular tornado and is quantified utilizing the Fujita Tornado Scale. The Fujita Scale assigns numerical values based on wind speeds and categorizes tornadoes from 0-5. The letter "F" often precedes the numerical value.</p>
Severe Storms	A severe thunderstorm is a storm containing damaging winds of 58 miles per

Hazard Summary	
Hazard	Analysis
	<p>hour or more, or hail that measures three-fourths of an inch in diameter or greater. All severe thunderstorms contain lightning. Another bi-product of severe thunderstorms is straight-line winds or downburst winds. These winds can be strong and concentrated. Falling rain and sinking air create the strong winds. That can reach speeds of 125 mph.</p> <p>The past 49 years of data indicated that more than 11,000 reports of severe thunderstorm damage occurred (approximately 7,000 wind and 4,000 hail reports) in the state of Illinois. This study indicated that in an analysis of thunderstorm caused catastrophes, Illinois ranked 4th in the United States in total thunderstorm catastrophes between 1949 and 1998.</p> <p>With the exception of tornadoes and flooding, which are caused by severe thunderstorms, thunderstorms can cause considerable damage from both straight-line winds and lightning.</p> <p>Both lightning and high winds can cause loss of life and considerable property damage.</p>
Winter Storms / Freezes	<p>Winter storms and blizzards originate as mid-latitude depressions or cyclonic weather systems, sometimes following the meandering path of the jet stream. A blizzard combines heavy snowfall, high winds, extreme cold, and ice storms.</p> <p>100% percent of the population is at risk from a severe winter storm in the State of Illinois. An Illinois winter does not pass without a severe winter storm somewhere in the State. On average, five severe storms strike each year. As few as 2, and as many as 18 have occurred each year in Illinois history.</p> <p>There are 3 categories of winter storms:</p> <p>Blizzard: This is the most dangerous of all winter storms. A blizzard combines low temperatures, heavy snowfall and winds of at least 35 miles per hour, reducing visibility to only a few yards.</p> <p>Heavy Snow Storm: Will produce six inches or more of snow in 48-hours or less.</p> <p>Ice Storm: Occurs when moisture falls and freezes immediately upon impact. One of the worst winter storms to impact the State was on January 26-27, 1967, when as much as 23 inches of snow fell in Moline (Rock Island County) and the Chicago area, paralyzing the O'Hare International Airport. Travel throughout Northern Illinois was curtailed and areas to the south experienced a glaze of ice which made travel virtually impossible until January 29, 1967. Fifty deaths were directly attributed to this storm.</p> <p>Risks associated with winter storms are a direct correlation to the strength of the storm and the region's ability to handle a storm. The risks include loss of life due to cold and disruption of transportation routes, loss of electricity for extended periods, and impact on agriculture.</p>
Droughts / Heat Wave	Temperatures that hover 10 degrees or more above the average high temperature for the region and last for several weeks are defined as extreme

Hazard Summary	
Hazard	Analysis
	<p>heat. Humid or muggy conditions occur when a "dome" of high atmospheric pressure traps hazy, damp air near the ground. The combination of high temperatures and humid conditions increase the level of discomfort and the potential for danger to humans. Droughts occur when a long period passes without any substantial rainfall. A heat wave combined with a drought is a very dangerous situation.</p> <p>Both the timing and amount of precipitation are responsible for the occurrence of a drought. The mean annual precipitation in Illinois varies from 34 inches in Northern Illinois to 46 inches in the South. Annual amounts fluctuate primarily within a 10-inch range of the median. The most severe drought in recent years was 1988, when rainfall was 88 percent of normal. The timing or distribution was also abnormal because 1988 saw less than 50 percent of the April through August normal rainfall. Droughts of this magnitude occur about once every 21 years.</p> <p>Droughts and heat waves can have a large impact:</p> <ul style="list-style-type: none"> • The human risks associated with extreme heat include heatstroke, heat exhaustion, heat syncope, heat cramps. • Risks associated with drought include: effects to the water supply, increase in wildfires, negative impact on hydroelectric power, and other activities dependent upon water.
Earthquakes	<p>Over 250 small to moderate earthquakes are known to have occurred in Illinois during the past two centuries. Of these, 31 caused at least some damage. Earthquakes occur when rocks forming the earth's crust slip past each other along a fault. This slippage occurs when the buildup of stresses gets to the point that they are greater than the strength of the locked up section of rocks along the fault plane. When faulting takes place, the sudden release of energy produces vibrations or seismic (shock) waves that radiate from the main fault movements. These waves cause the shaking or quaking that lasts tens of seconds to a few minutes, depending on the magnitude of the event (energy released) and what kinds of rocks they travel through and the stiffness or lack of stiffness of the soils at a site.</p> <p>Although 80 percent of Illinois' previous earthquake activity has occurred in the southern third of the State, one of the largest earthquakes in Illinois occurred in northern Illinois on May 26, 1909. The exact location of the magnitude 5.1 (estimated) earthquake isn't known, but the largest intensities occurred in and near Aurora. It was felt over an area of 500,000 square miles.</p>
Hazardous Materials	<p>Hazardous materials accidents can occur anywhere there is a road, rail line, pipeline, or fixed facility storing hazardous materials. Most accidents are small spills and leaks, but some result in injuries, property damage, environmental contamination, and other consequences. These materials can be poisonous, corrosive, flammable, radioactive, or pose other hazards.</p>

Hazard Summary	
Hazard	Analysis
	<p>Emergencies involving hazardous materials can be expected to range from a minor accident with no off-site effects to a major accident that may result in an off-site release of hazardous or toxic materials.</p> <p>"Hazardous Materials" refers generally to hazardous substances, petroleum, natural gas, synthetic gas, and acutely toxic chemicals. The term Extremely Hazards Substance (EHS) is used in Title III of the Superfund Amendments and Reauthorization Act of 1986 to refer to those chemicals that could cause serious health effects following short-term exposure from accidental releases. Illinois has more than 7000 fixed facility locations that report the presence of an EHS in Federally mandated threshold amounts.</p> <p>Another major technological hazard in Illinois is radiation. Nuclear power generating facilities have the greatest concentration of radioactive materials of any private source. Illinois has 6 functioning nuclear power plants: Braidwood (Kankakee County), Byron (Ogle County), Clinton (DeWitt County), Dresden (Will County), LaSalle (LaSalle County) and Quad Cities (Rock Island County). Coordinating procedures for hazardous material response are found within the ORD Airport Emergency Plan (a plan for use in responding to and recovering from a release of hazardous or toxic materials). This plan addresses the range of potential emergency situations and the appropriate measures to be implemented to minimize exposure through inhalation, ingestion, or direct exposure.</p>
Civil Disturbance / Terrorism	<p>In the wake of the 9/11 World Trade Center events, terrorism has become an increasing concern for emergency management, emergency responders, and the public at large. Terrorism is the threat or use of force or violence against persons and property to achieve political/social ends usually associated with community disruption and/or multiple injuries or death. A civil disturbance/terrorism emergency situation could occur at any time and with a minimum of warning.</p> <p>ORD is considered a critical and high-profile target, with a high concentration of population and other potentially attractive venues for terrorist activity that are inherently vulnerable to a variety of terrorist methods which could cause catastrophic levels of property and environmental damage, injury and loss of life. Acts of terrorism are capable of creating disasters which threaten the safety of a large number of citizens.</p> <p>In addition, the threat of bomb incidents, civil disturbances and other acts can be very disruptive to the airport's operations and can affect civil aviation on a national level. ORD has in place an Airport Security Program (ASP) that works in conjunction with the Emergency Operations Plan. Together, these regulated documents provide guidance for the coordination of emergency operations and resources to save lives protect property and restore order in the event of a civil disturbance or terrorism event.</p>

Hazard Summary	
Hazard	Analysis
Cyber Security	<p>CYBERSECURITY Cyber security, also referred to as information technology security, focuses on protecting computers, networks, programs and data from unintended or unauthorized access, change or destruction. ORD and MDW networks process and store sensitive as well as public information on computers and transmit that data across networks to other computers. With the growing volume and sophistication of cyber-attacks, ongoing attention is required to protect sensitive business and personal information, as well as to safeguard our aviation network which is deemed critical through its affiliation with our national aviation system framework . ORD and MDW networks are hosted by the Chicago Department of Information and Technology (DOIT) . This organization has a program in place that employs a proactive stance on maintaining a high level of Security to protect the Confidentiality, Integrity, and Availability of our systems.</p>